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2006 Denison Survey Results

Linking Organizational Culture to Organizational Results at the

Colorado Department of Personnel & Administration

DPA

Division of Information Technologies (DoIT)

What is the Denison Organizational Culture Survey?

- The Denison Organizational Culture Survey was developed by Daniel R. Denison, Ph.D. and William S. Neale, M.A., M.L.I.R.
- The surveys and model are based on over 20 years of research by Dr. Denison on the link between organization culture and bottom-line performance measures such as Return on Investments (ROI), Return on Assets (ROA), Sales Growth, Quality and Employee Satisfaction.

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What Benchmark Are We Being Compared To?

- The database includes over 550 organizations.
- The sample includes organizations all over the world, including 80% from North America.
- The organizations are comprised of a variety of industries, and come from both large and small companies.
- 13% of the organizations in the database are from the public sector.

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UNDERSTANDING BUSINESS CULTURE . . .

What is Business Culture, Anyway?

DEFINITION:

"The way things
get done
around here."

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Why conduct the survey?

- The Denison Organizational Culture Survey looks at the culture of an organization as a whole and ties culture to bottom-line performance measures.
- Repeated use of the Denison Organizational Culture Survey provides a measure of the organization's progress toward achieving a high-performance culture with optimum overall performance.
- This is the third year of using the Denison Survey at DoIT.

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The Organizational Survey is Based on Four Key Cultural Traits

1. **Mission,**
2. **Consistency,**
3. **Involvement, and**
4. **Adaptability**

with three Management Practices in each trait

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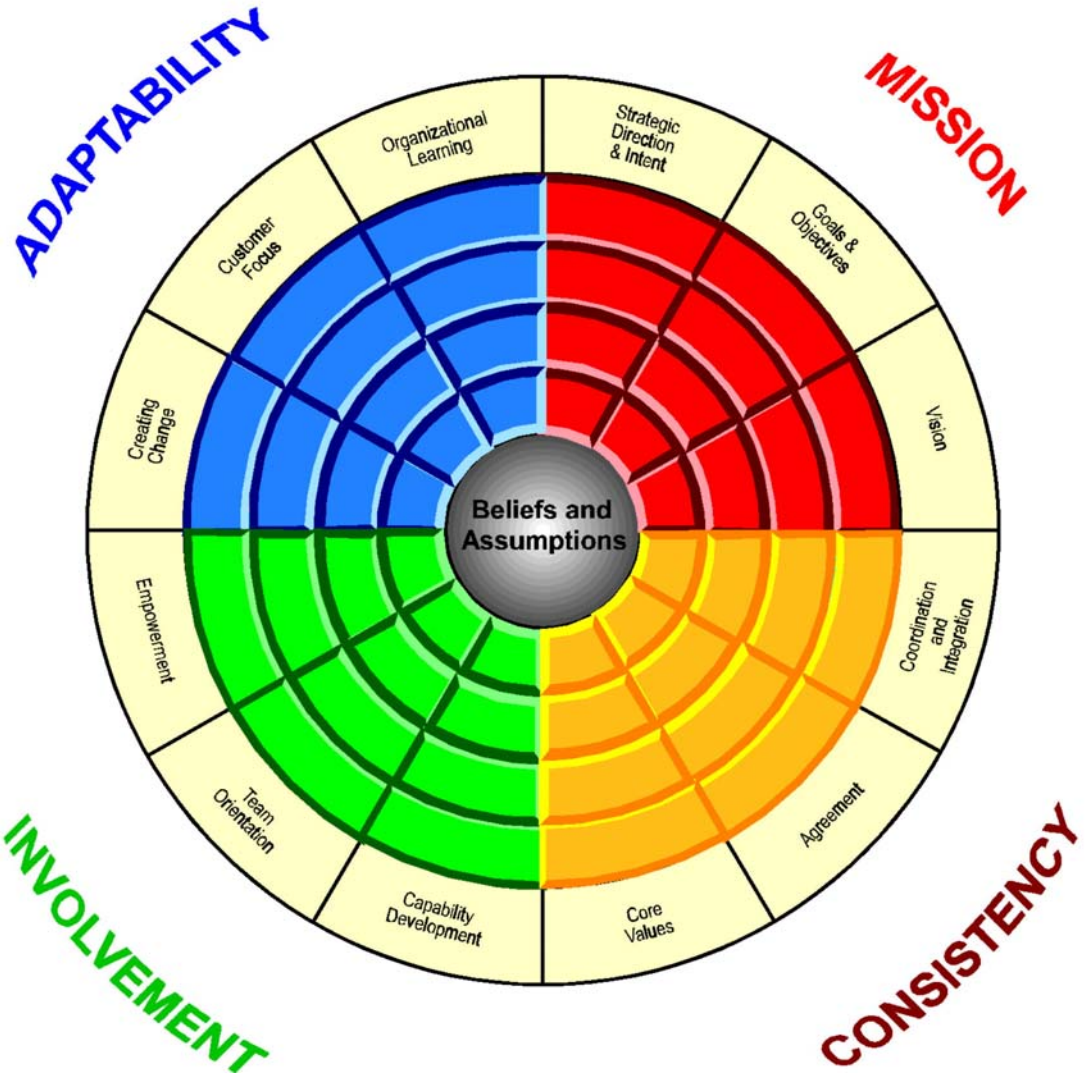
Every Organization Needs to Have Capabilities in These Four Areas



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Mission as a Key Cultural Trait

Mission

Direction…Purpose …Blueprint

Defining and communicating a meaningful long-term direction for the organization.

"Do we know where we are going?"

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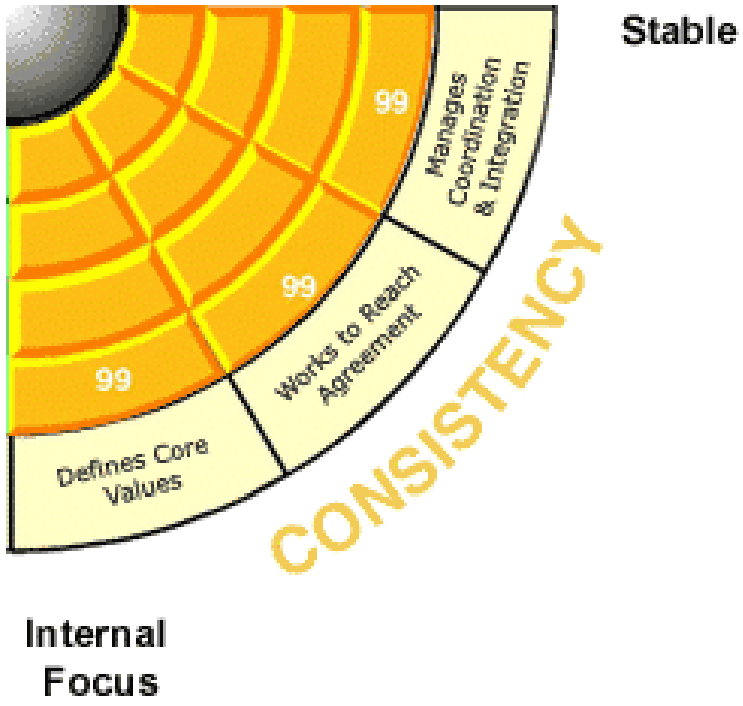
Consistency as a Key Cultural Trait

Consistency

Systems…Structures…Processes

Defining the values and systems that are the basis of a strong culture.

"Can we execute and create leverage?"



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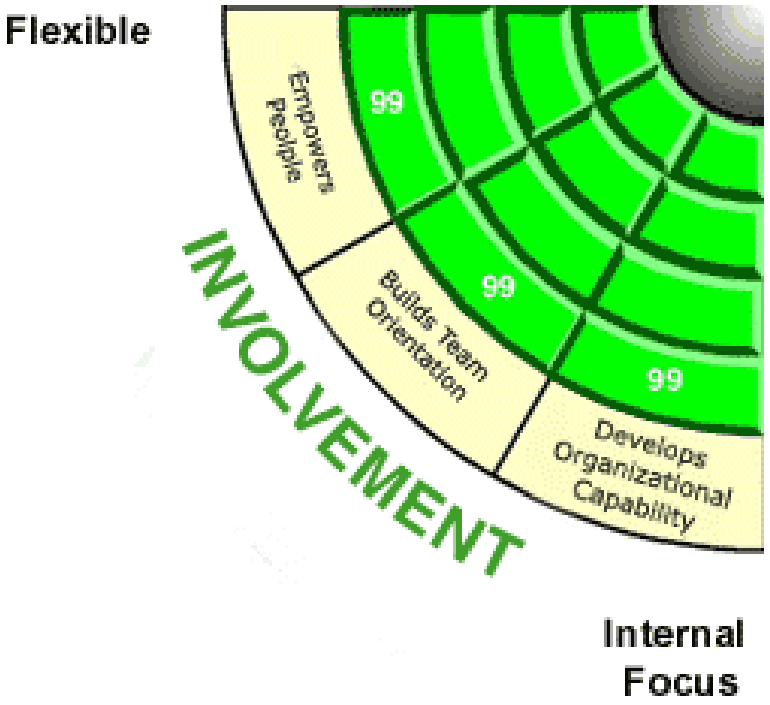
Involvement as a Key Cultural Trait

Involvement

Commitment…Ownership …Responsibility

Building human capability, ownership, and responsibility.

"Are our people aligned and engaged?"



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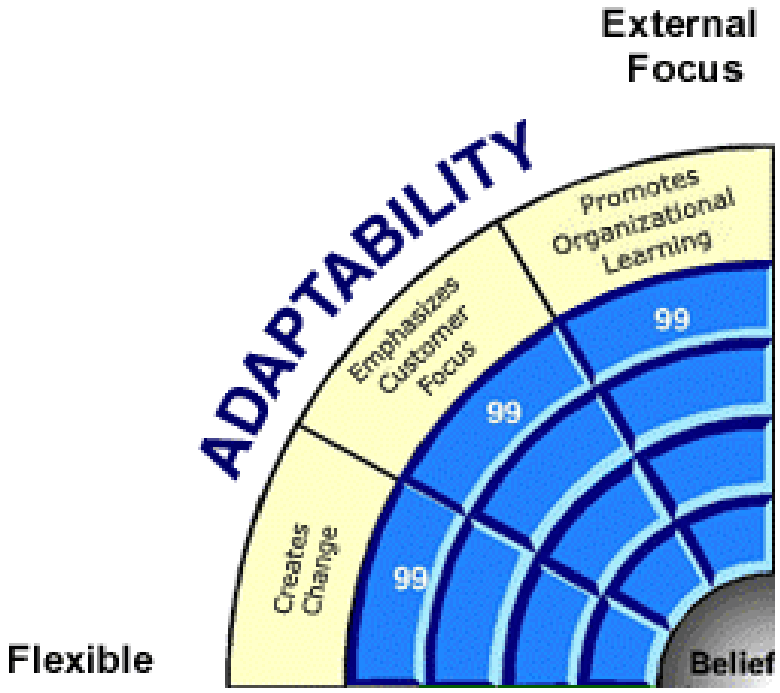
Adaptability as a Key Cultural Trait

Adaptability

Patterns…Trends…Marketplace

Translating the demands of the business environment into action.

"Are we listening to the marketplace?"



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What's the Purpose of Survey Feedback?

- The purpose of feedback is to help improve DoIT's effectiveness and performance.
- Feedback helps us get a better picture of our organization's strengths & challenges and how these are evolving over time.
- Feedback helps us to understand how we are viewed by others.
- Feedback is an important step in creating an action plan for DoIT's continuing development.

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How NOT to Use This Feedback

- The DETECTIVE – who are the *#&%'s that said that about our company?
- The ANALYST – What about the validity and reliability of these measures?
- Too BUSY – No time for this – more important things to do!!

Favorite Excuses:

- Our employees don't really know the company that well;
- Recent changes (mergers, acquisitions, restructuring, policy/regulatory changes, etc.) make us act this way; we're not really like that;
- The data about our strengths are accurate, but not the data about our weaknesses;
- We used to be this way, but we've changed very recently…

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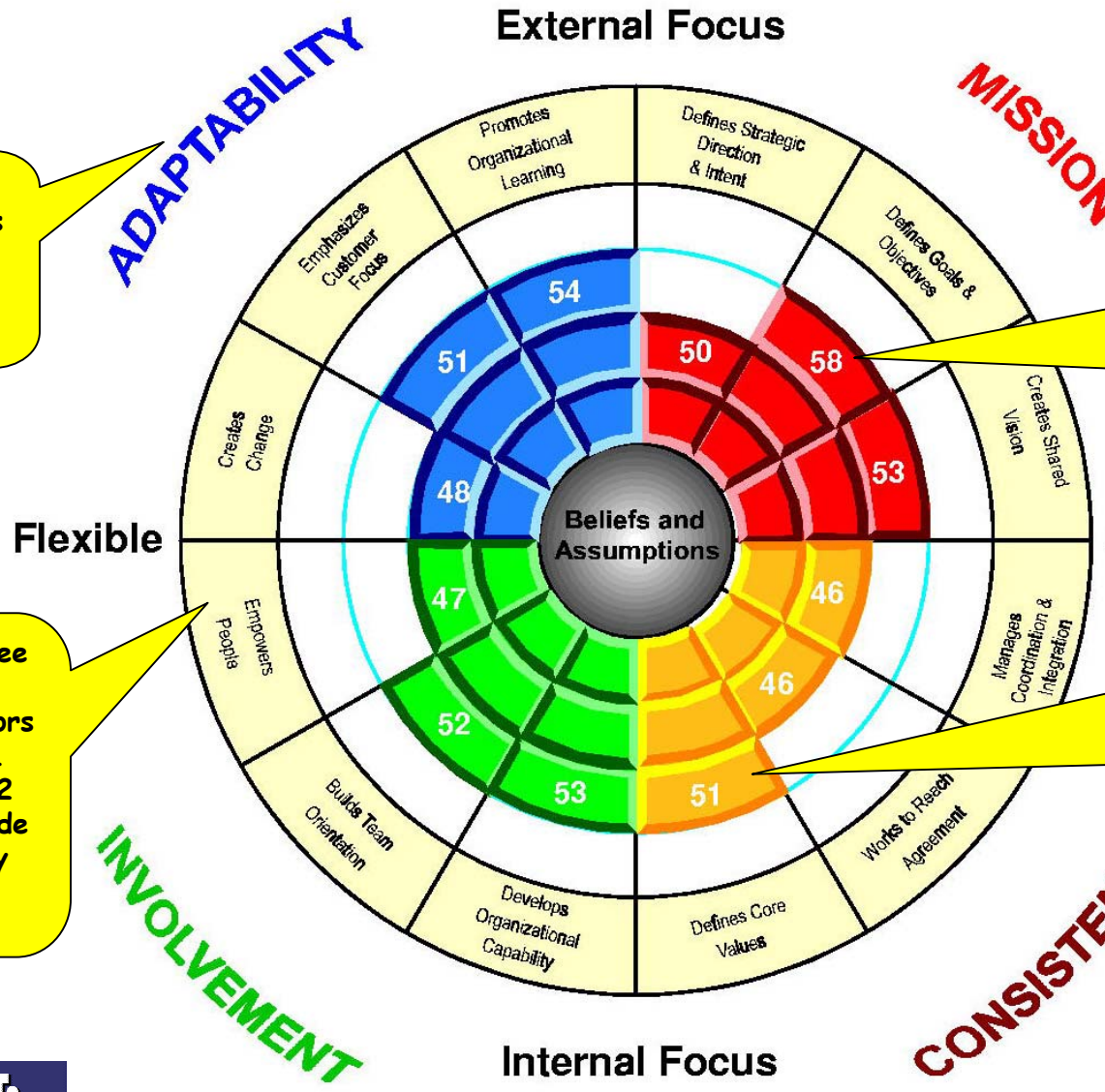
Understanding Results



One of the four key traits that impacts business performance

This is a sample organization's score as a % benchmarked against the average scores of other organizations.

One of the three indexes that measure behaviors for this trait. Each of the 12 indexes are made up of 5 survey items.

The profile is colored in to show the *quartile* that your percentile score falls in. This score, for example, is in the 3rd quartile

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Reading the Chart

- Strengths -- more color
- Challenges -- less color
- Flexibility -- more color on the left, in involvement and adaptability
- Stable -- more color on the right, in mission and consistency
- Internal focus -- more color on the bottom, in involvement and consistency
- External focus -- more color on the top, in adaptability and mission

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SAMPLE

This is one of the 12 *indexes* in the model

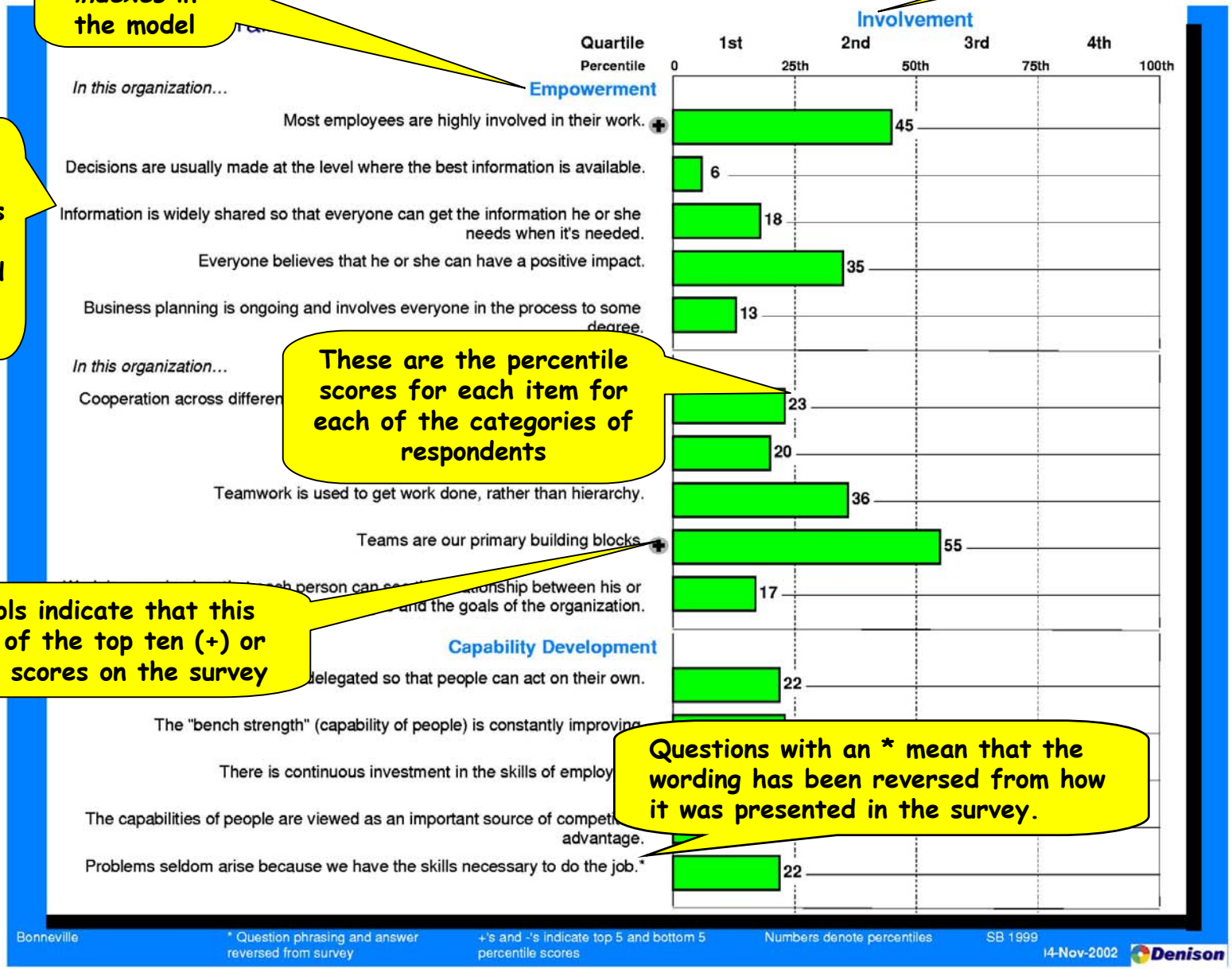
This is one of the four *traits* in the model

These are the questions as they appeared in the survey

These are the percentile scores for each item for each of the categories of respondents

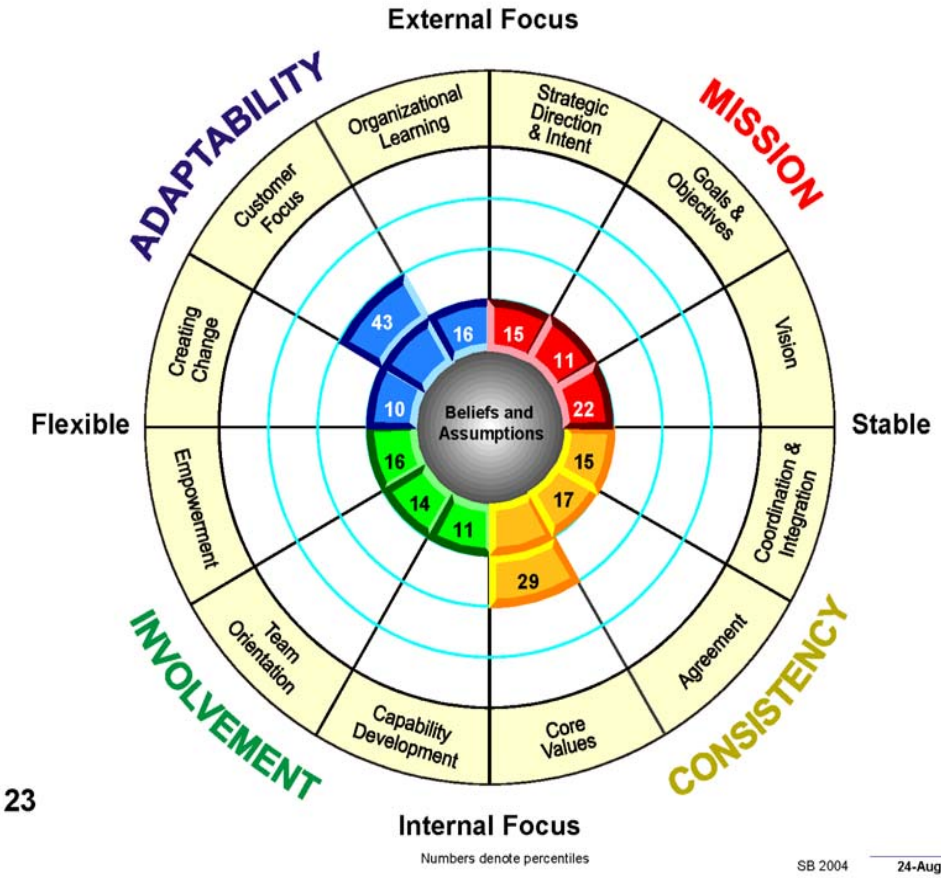
The +/-symbols indicate that this items was one of the top ten (+) or bottom ten (-) scores on the survey

Questions with an * mean that the wording has been reversed from how it was presented in the survey.



2005

DOIT Overall



N=123

Numbers denote percentiles

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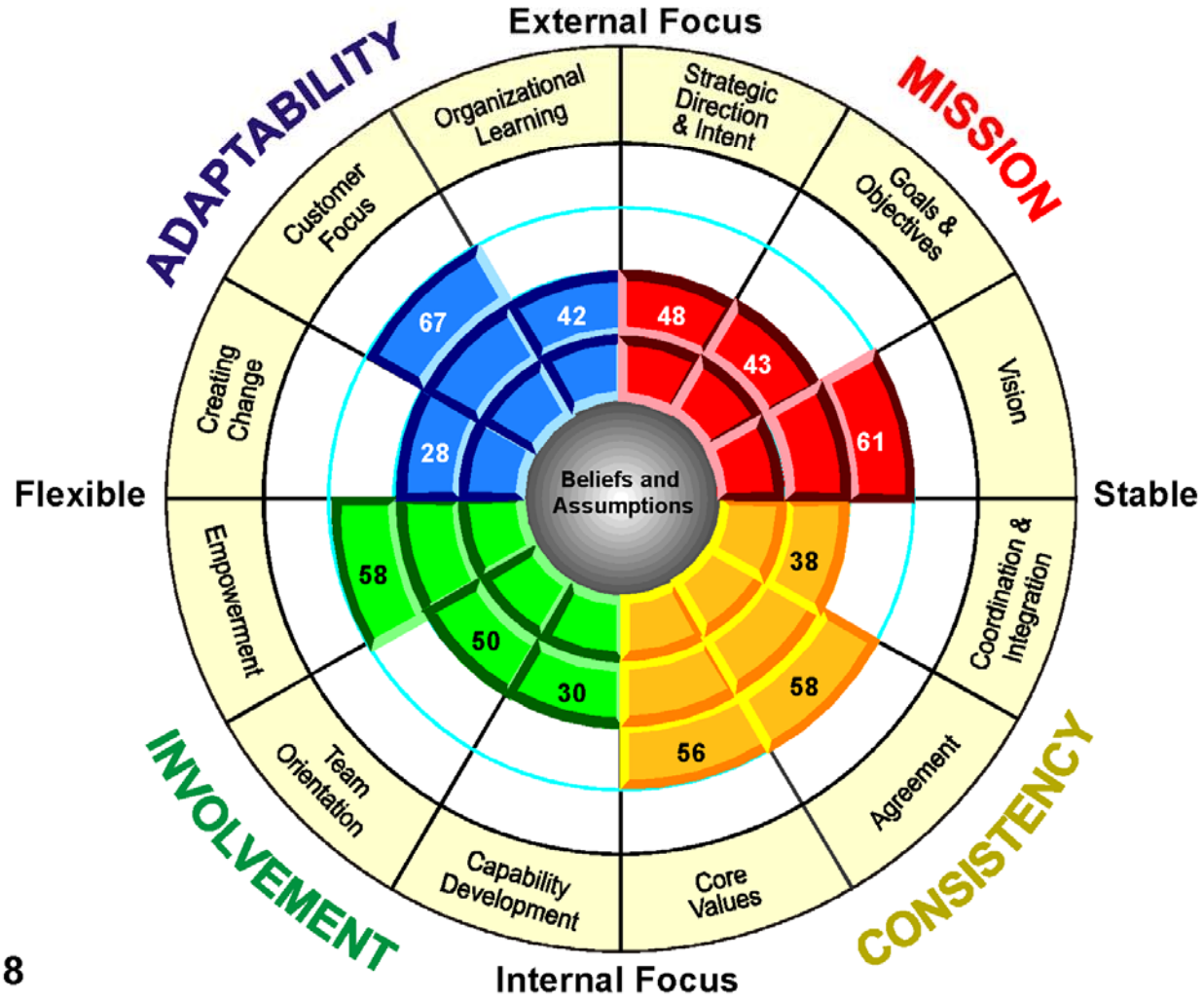
DoIT 2006 Overall



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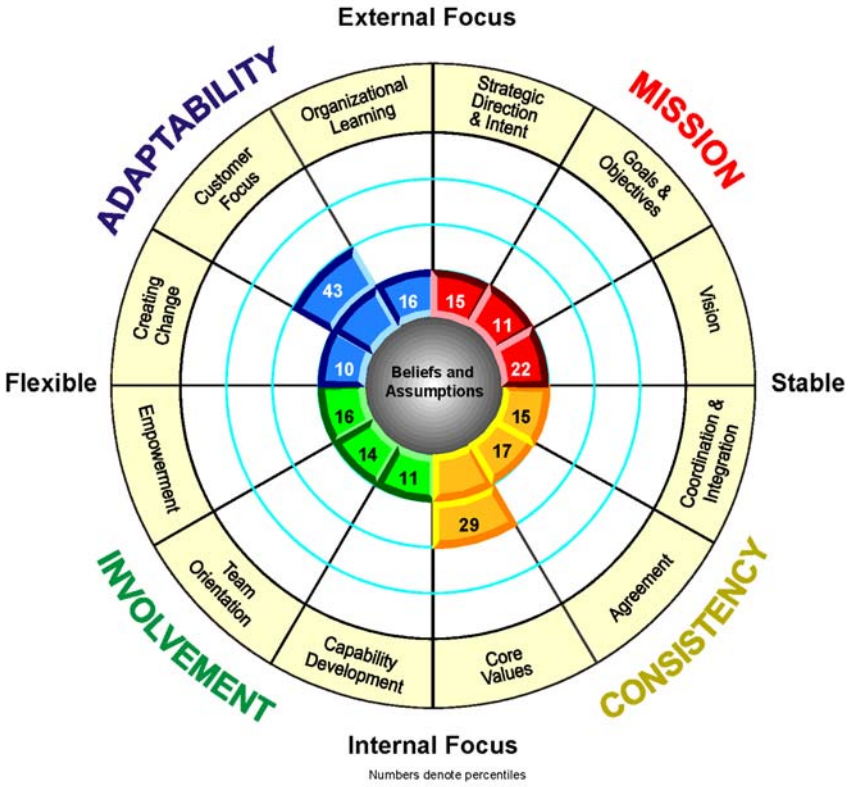
2005 Overall v. 2006 Overall

2005 Overall



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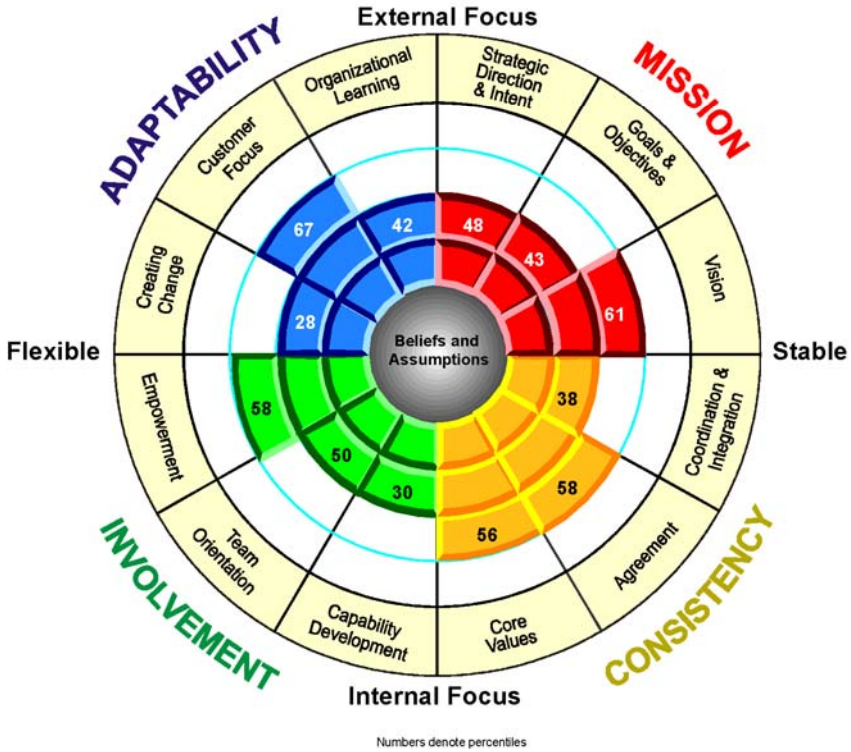
2006 Overall



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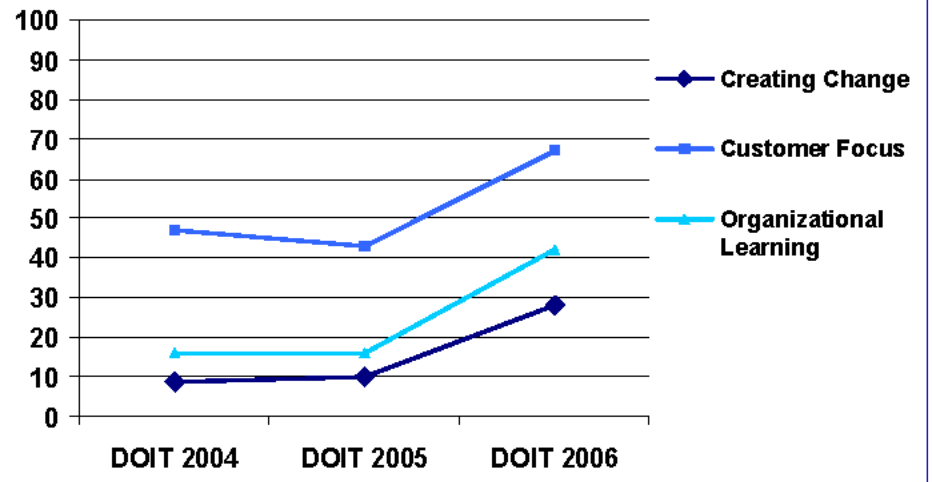
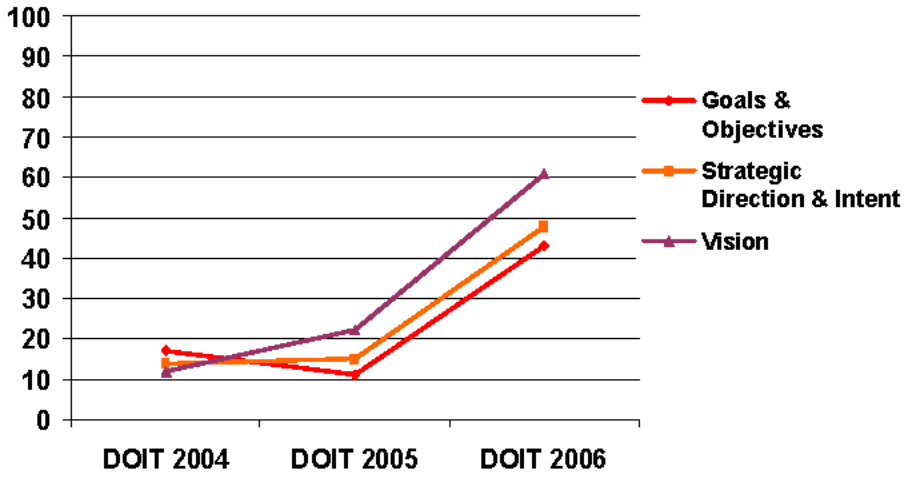
Trend Charts

DoIT 2004 vs 2005 vs 2006

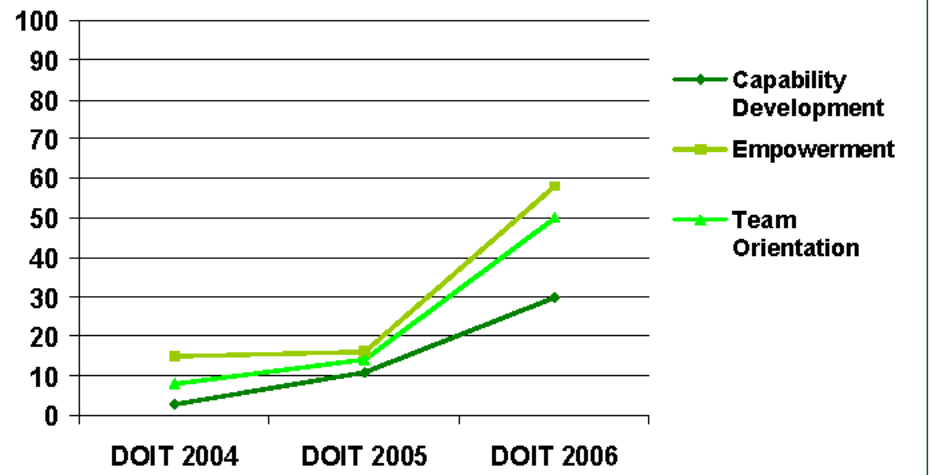
Adaptability



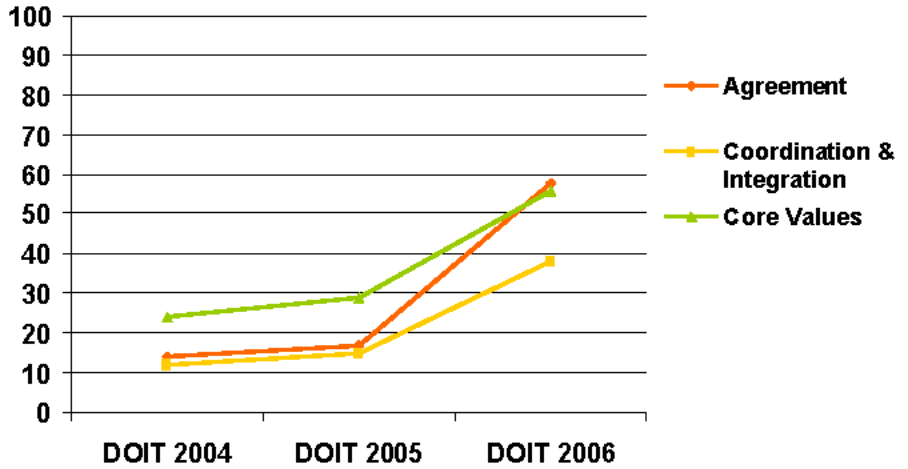
Mission



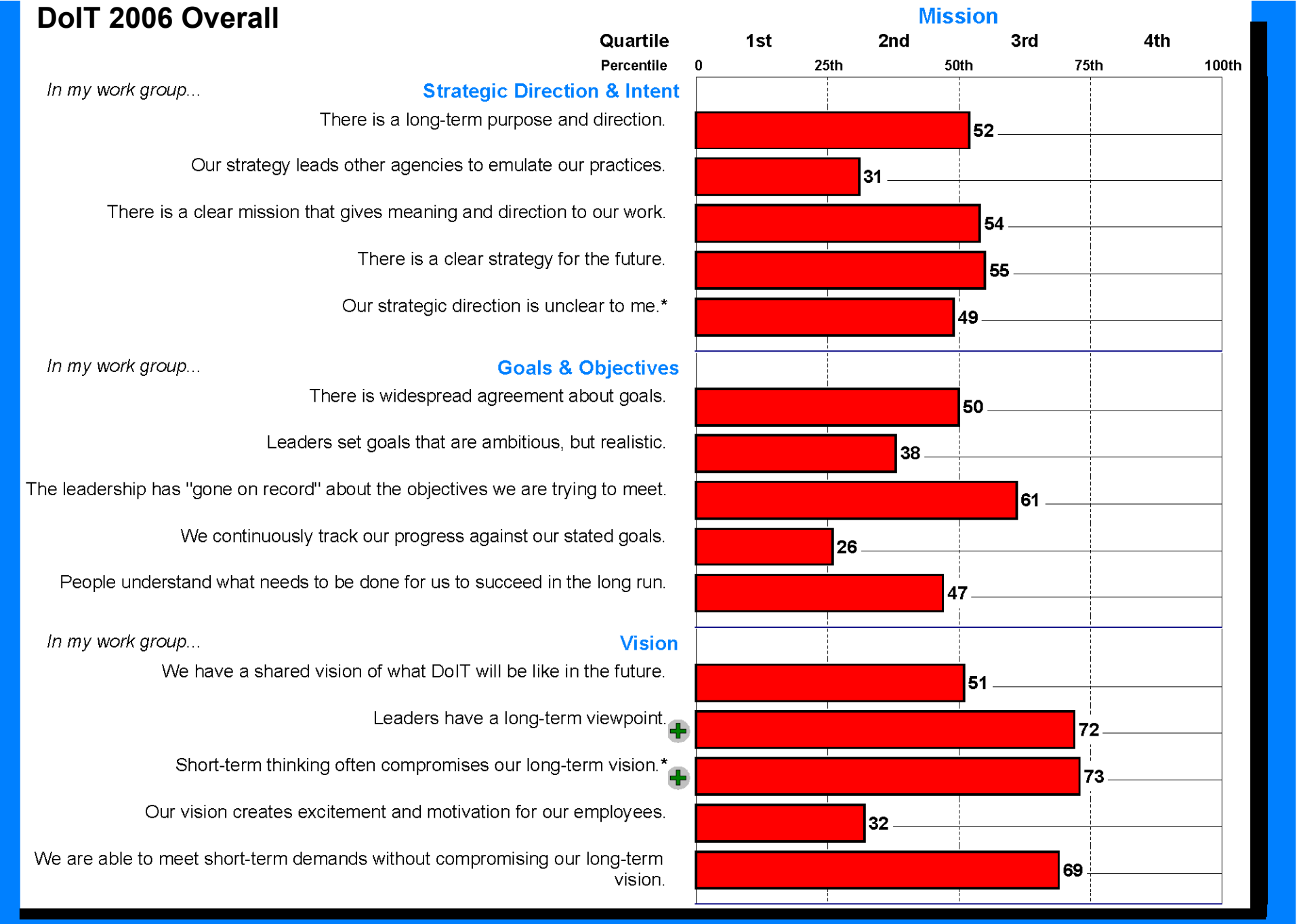
Involvement



Consistency



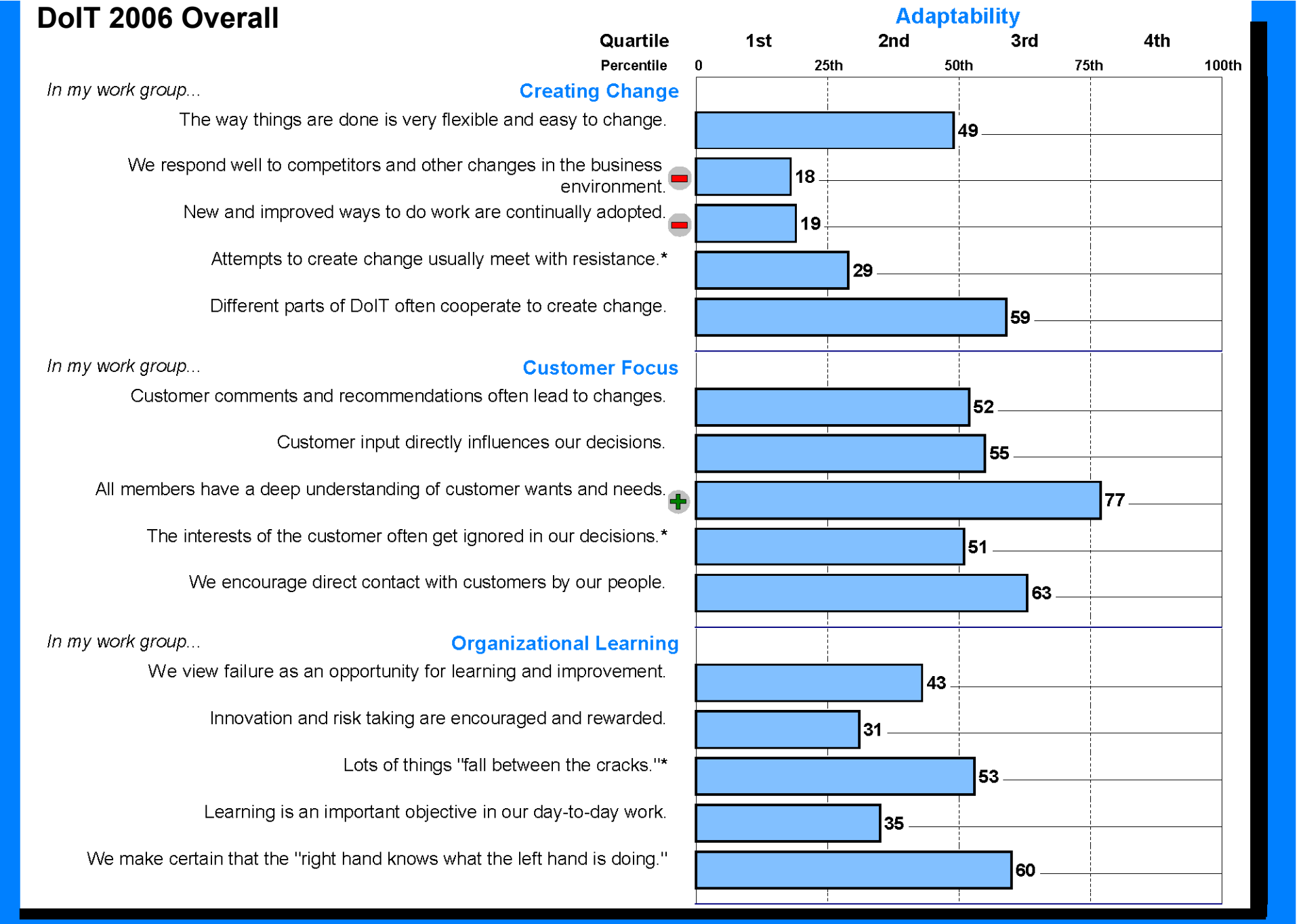
DoIT 2006 Overall



*The raw score has been reversed for this negatively worded item. In all cases, a higher score indicates a more favorable condition.

Numbers denote percentiles

DoIT 2006 Overall



*The raw score has been reversed for this negatively worded item. In all cases, a higher score indicates a more favorable condition.

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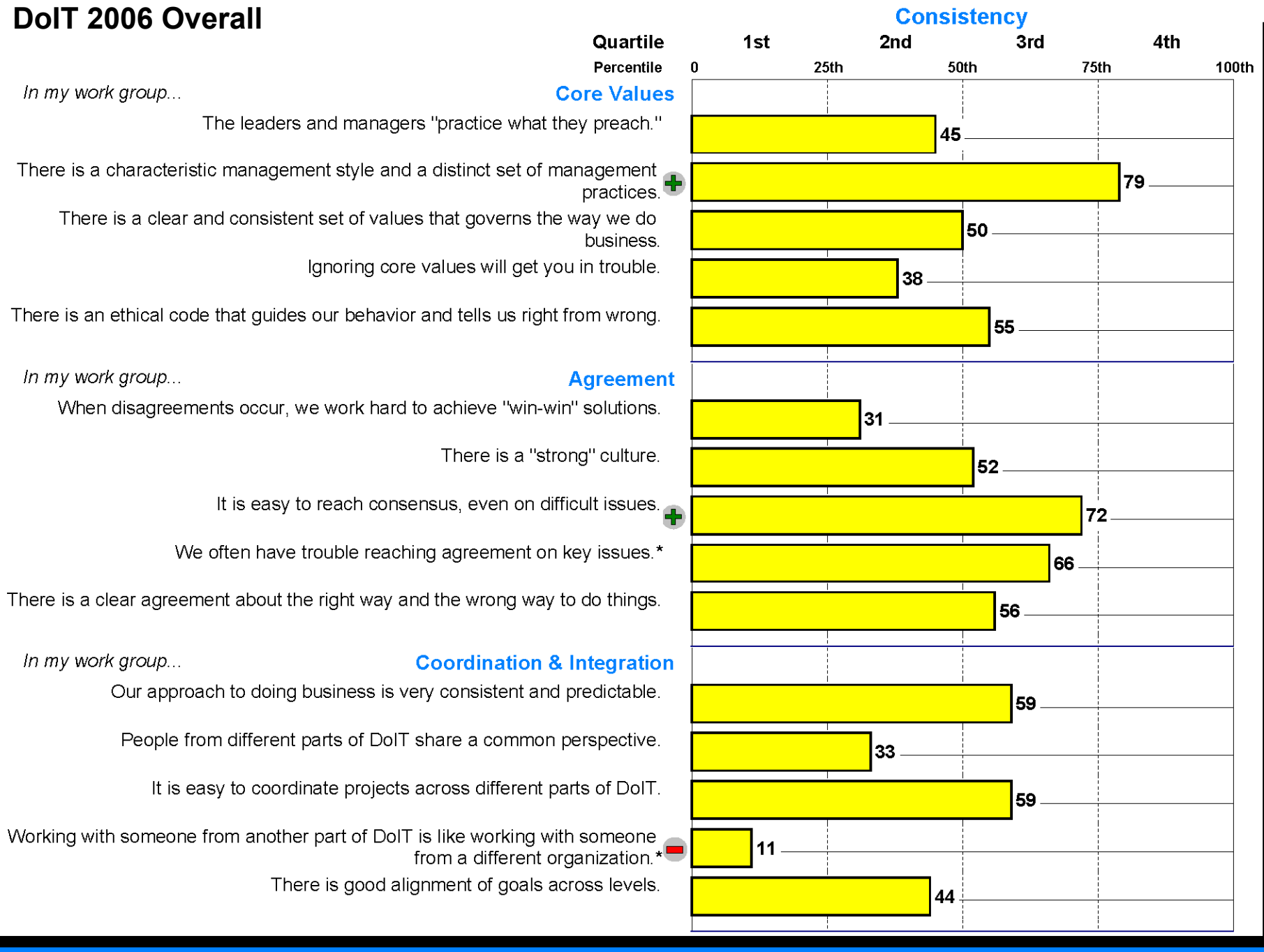
DoIT 2006 Overall



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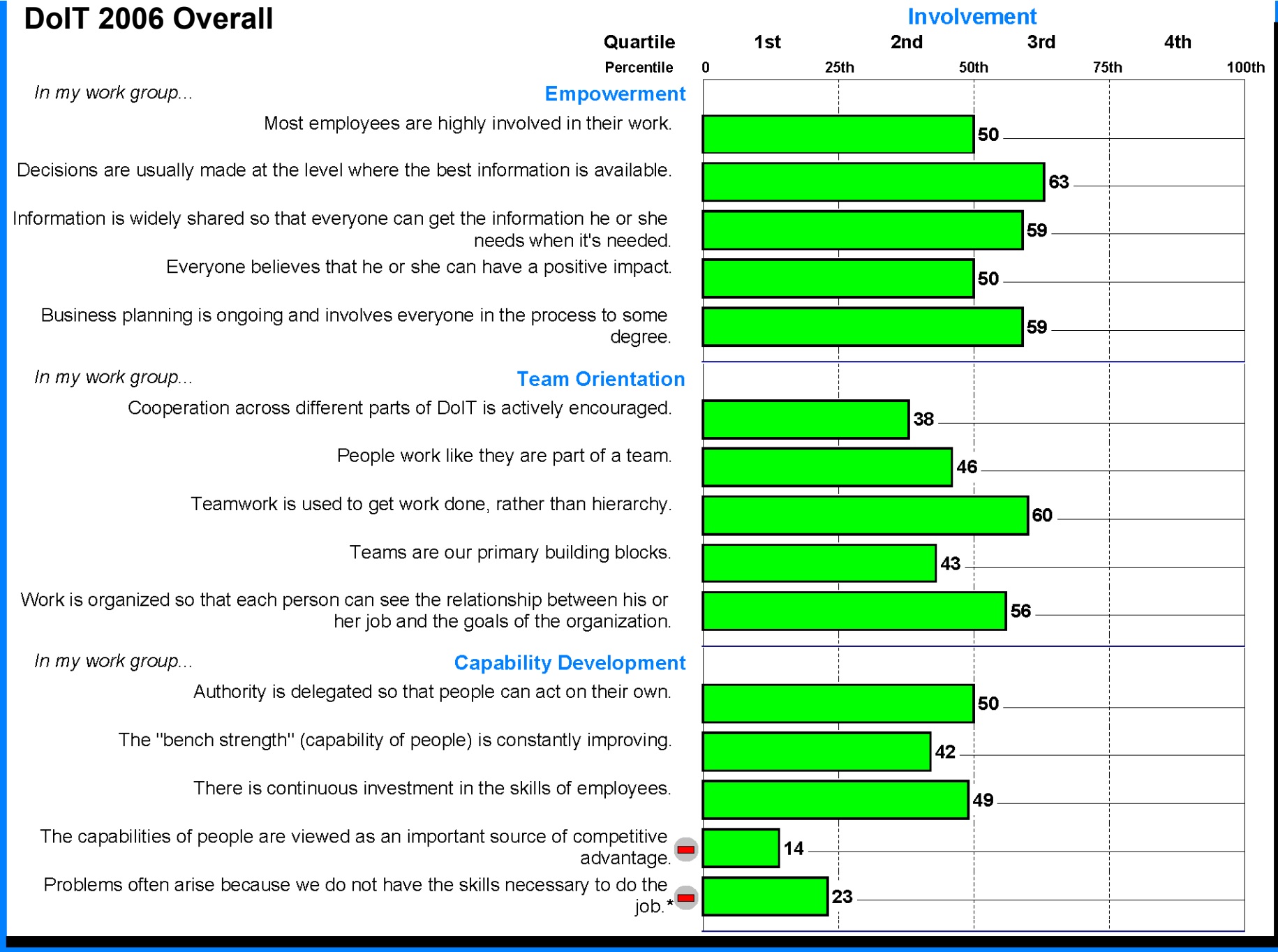
DoIT 2006 Overall



*The raw score has been reversed for this negatively worded item. In all cases, a higher score indicates a more favorable condition.

Numbers denote percentiles

Highest Scores

79	There is a characteristic management style and a distinct set of management practices.
77	All members have a deep understanding of customer wants and needs.
73	Short-term thinking often compromises our long-term vision.*
72	It is easy to reach consensus, even on difficult issues.
72	Leaders have a long-term viewpoint.

Lowest Scores

11	Working with someone from another part of DoIT is like working with someone from a different organization.*
14	The capabilities of people are viewed as an important source of competitive advantage.
18	We respond well to competitors and other changes in the business environment.
19	New and improved ways to do work are continually adopted.
23	Problems often arise because we do not have the skills necessary to do the job.*

Authors: Daniel R. Denison, Ph.D. William S. Neale, M.A., M.L.I.R
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http://www.DenisonCulture.com

*The raw score has been reversed for this negatively worded item. In all cases, a higher score indicates a more favorable condition.

Organizational Role Comparisons

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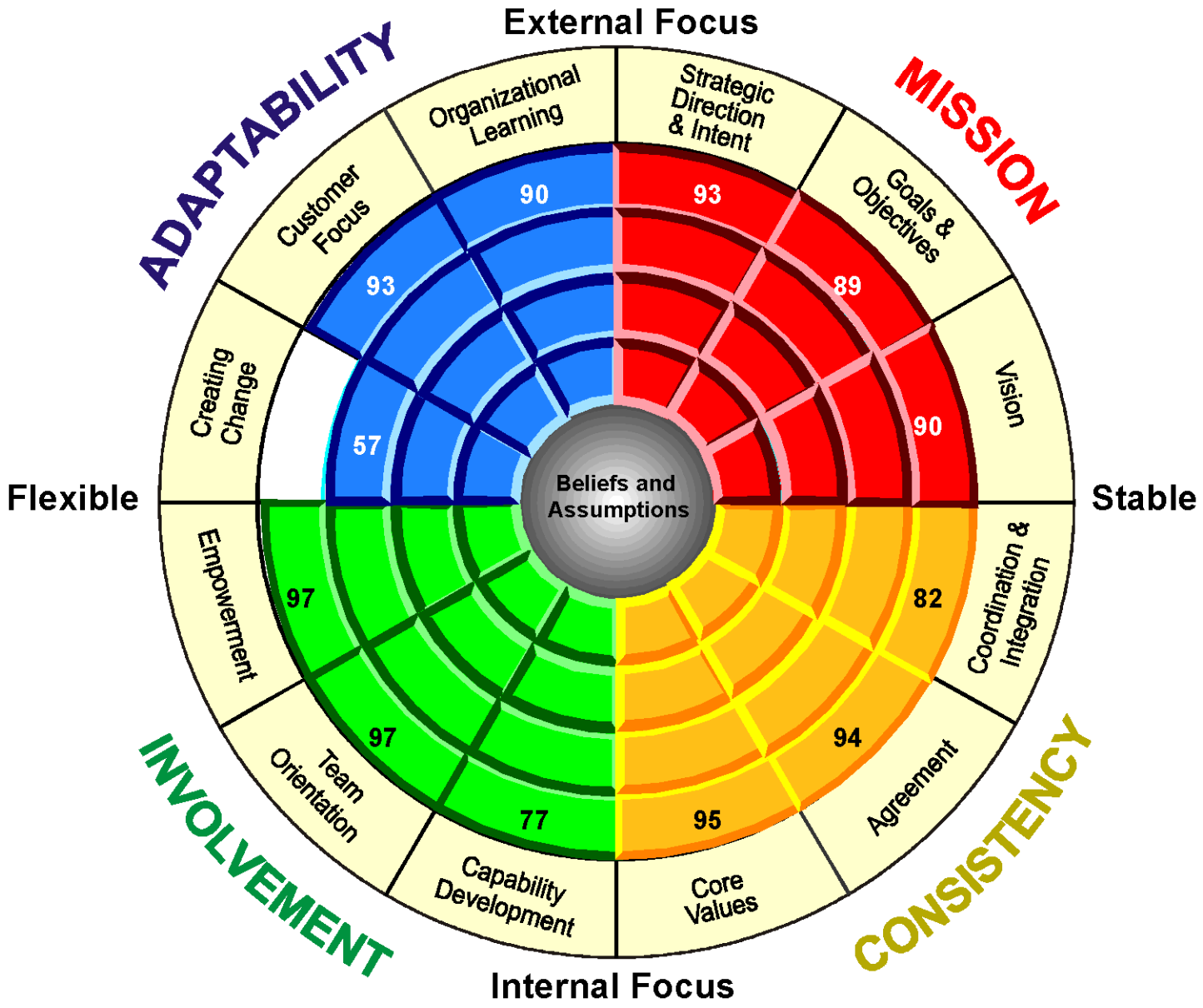
Organizational Role: Manager



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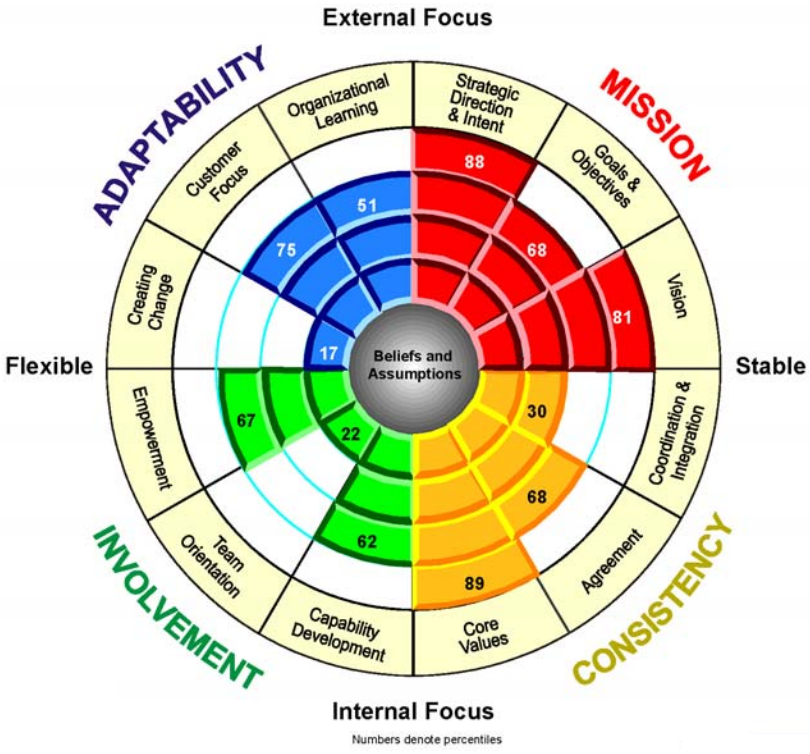
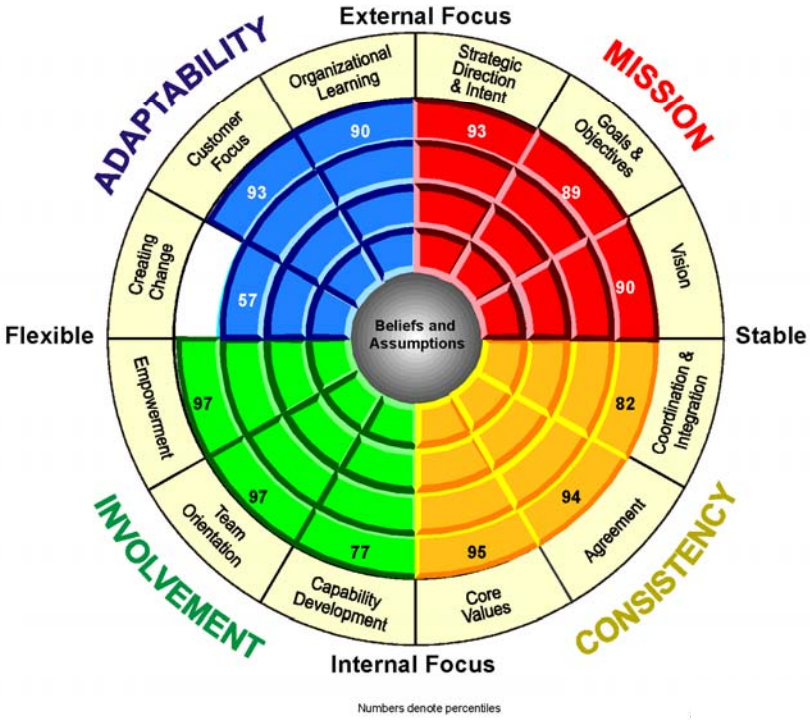
Manager Comparison Study

Manager 2005



N = 16

Manager 2006



N = 17

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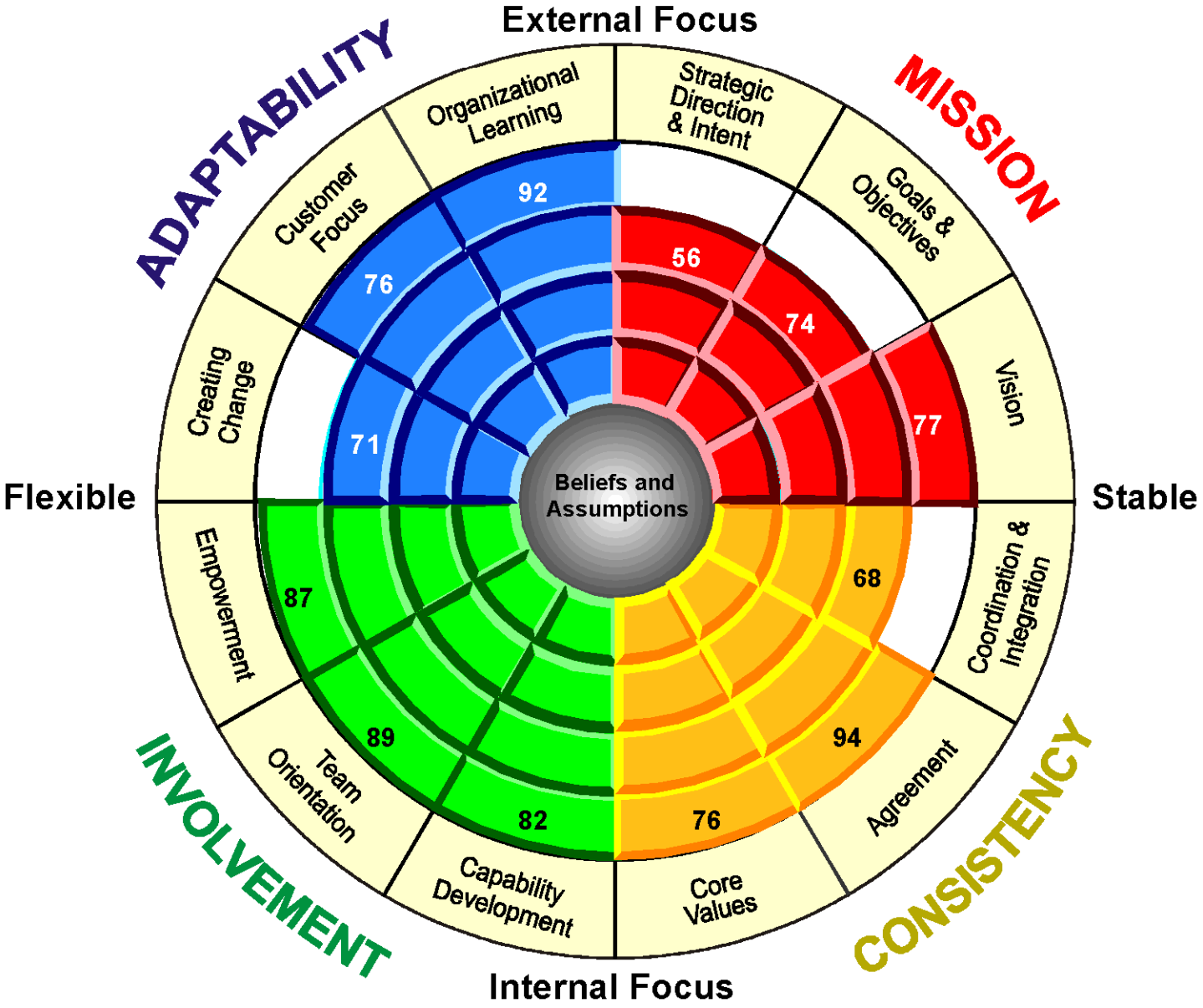
Organizational Role: Supervisor



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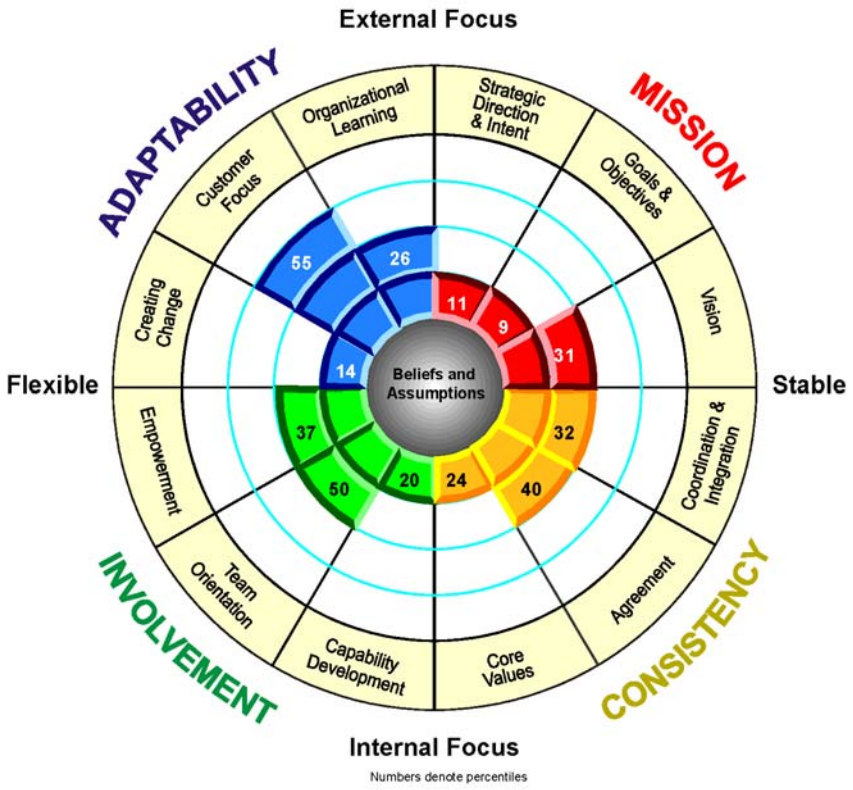
Numbers denote percentiles

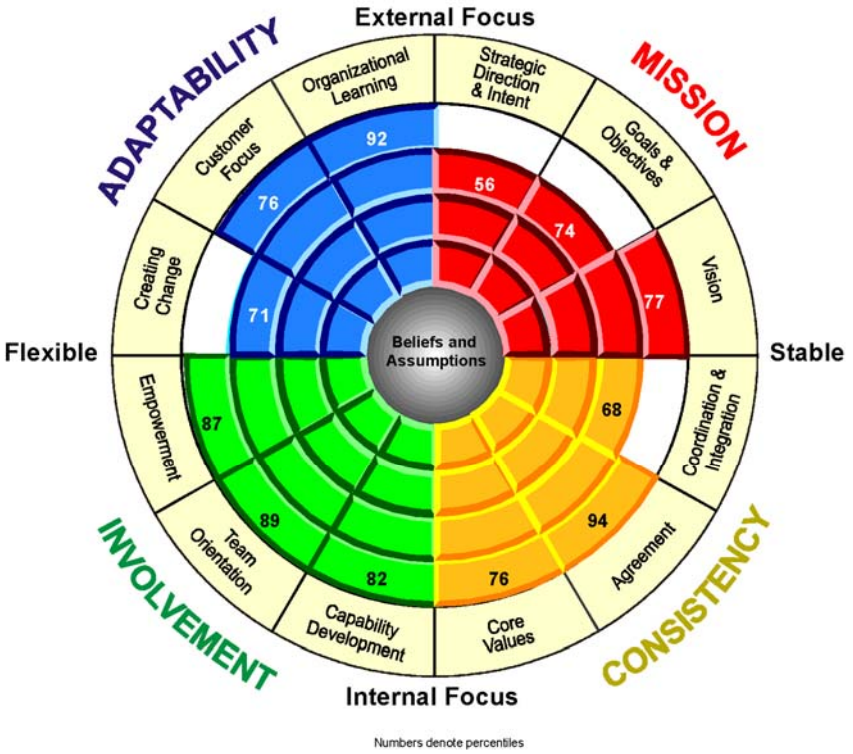
Supervisor Comparison Study

Supervisor 2005



N = 26

Supervisor 2006



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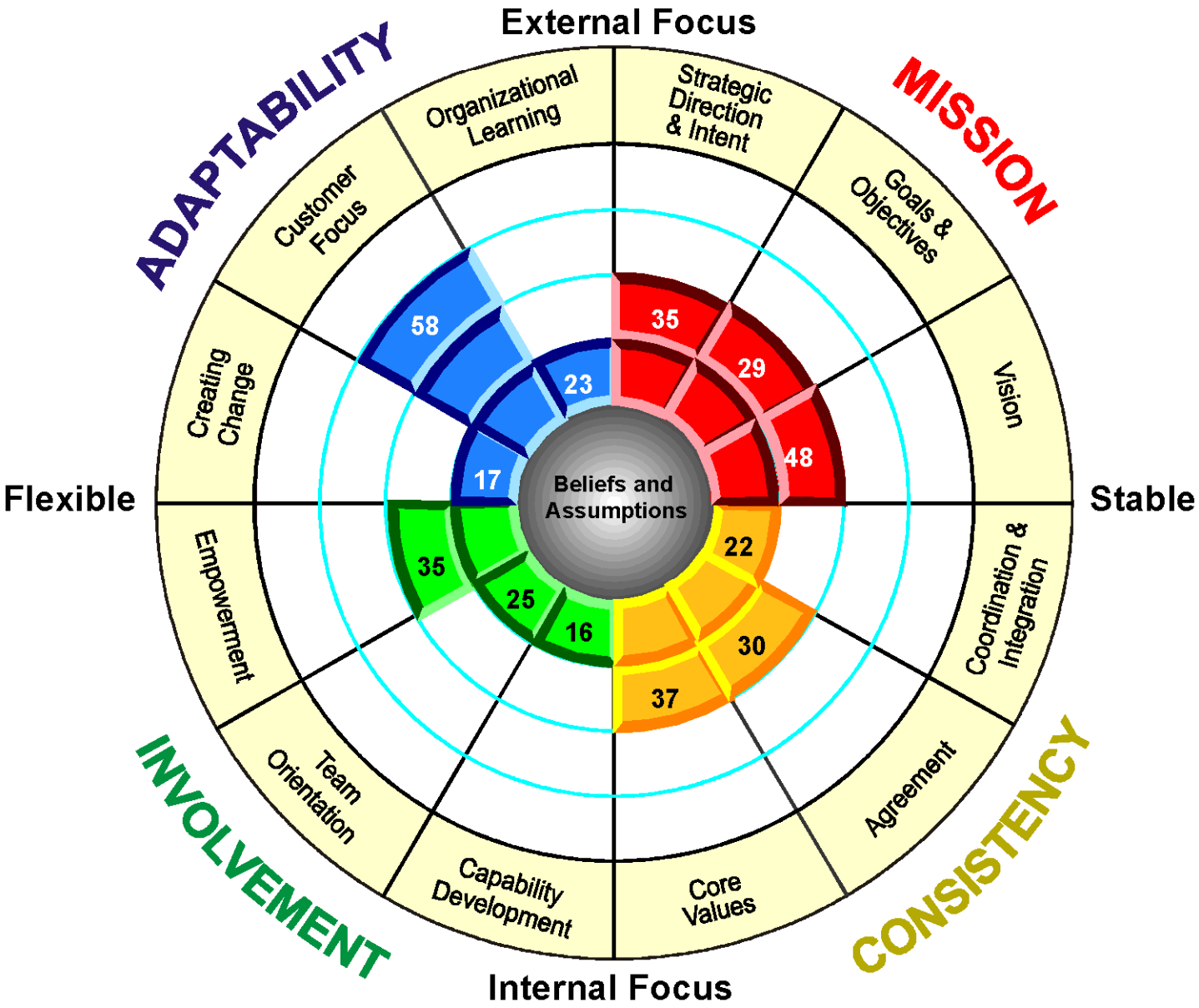
Organizational Role: Employee

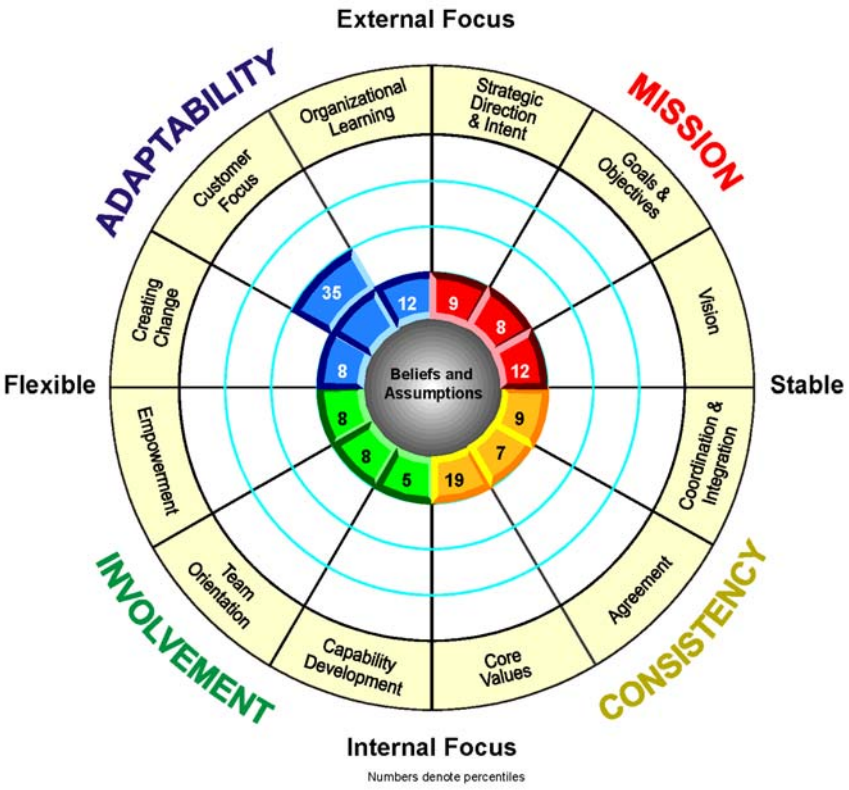


N=85

Numbers denote percentiles

Employee Comparison Study

Employee 2005



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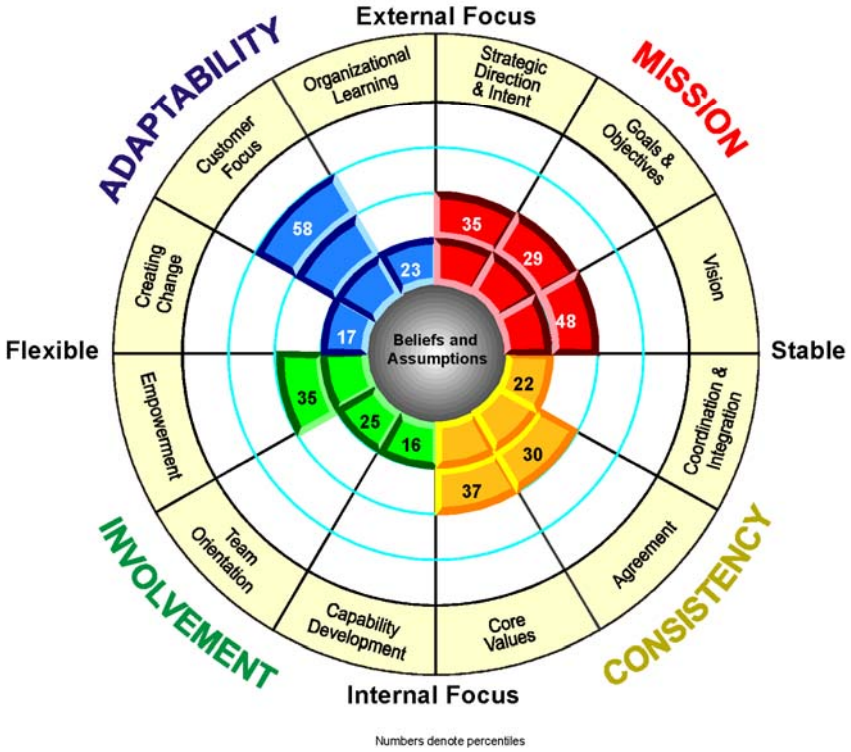
Employee 2006



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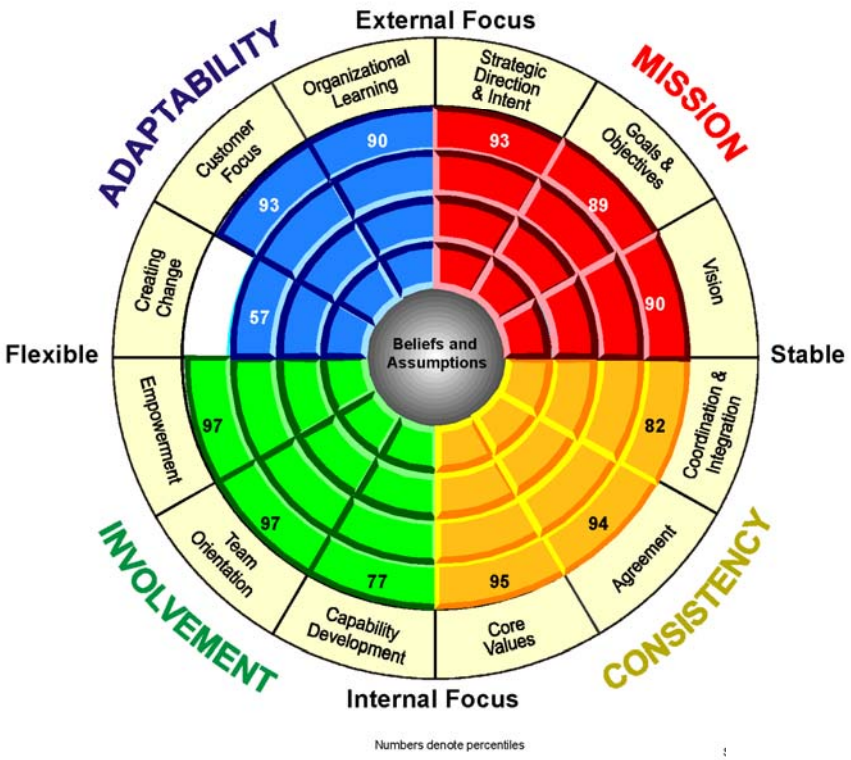
Managers v. Supervisors in 2006

Manager



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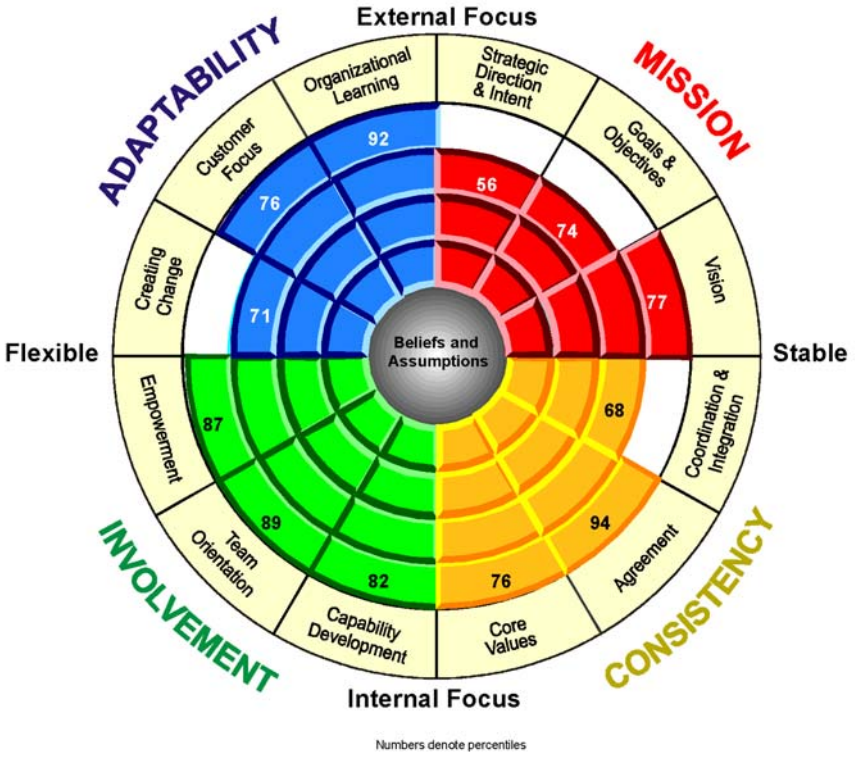
Supervisor



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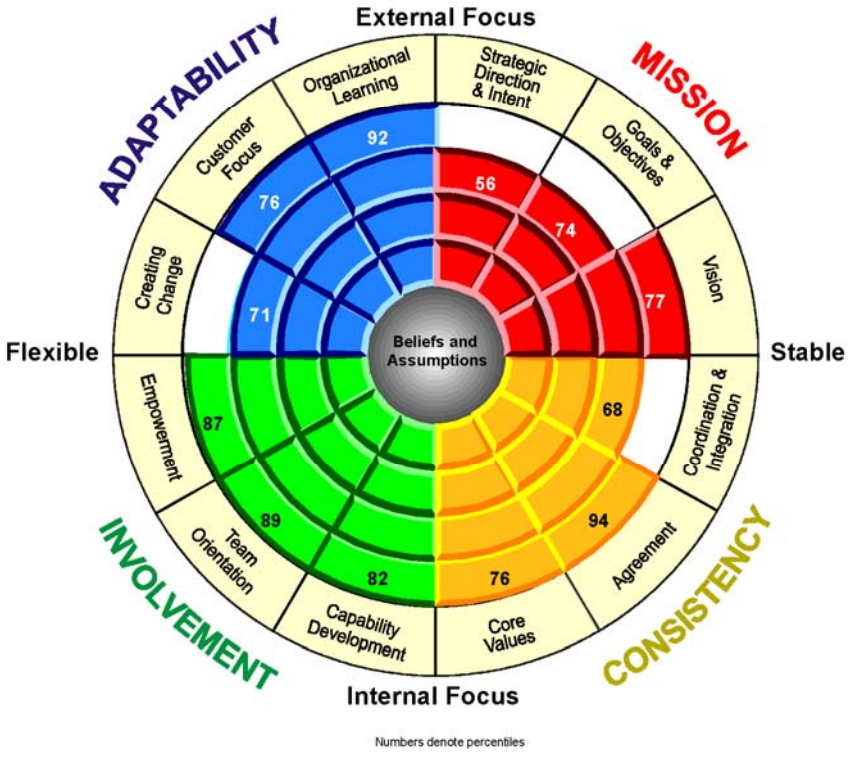
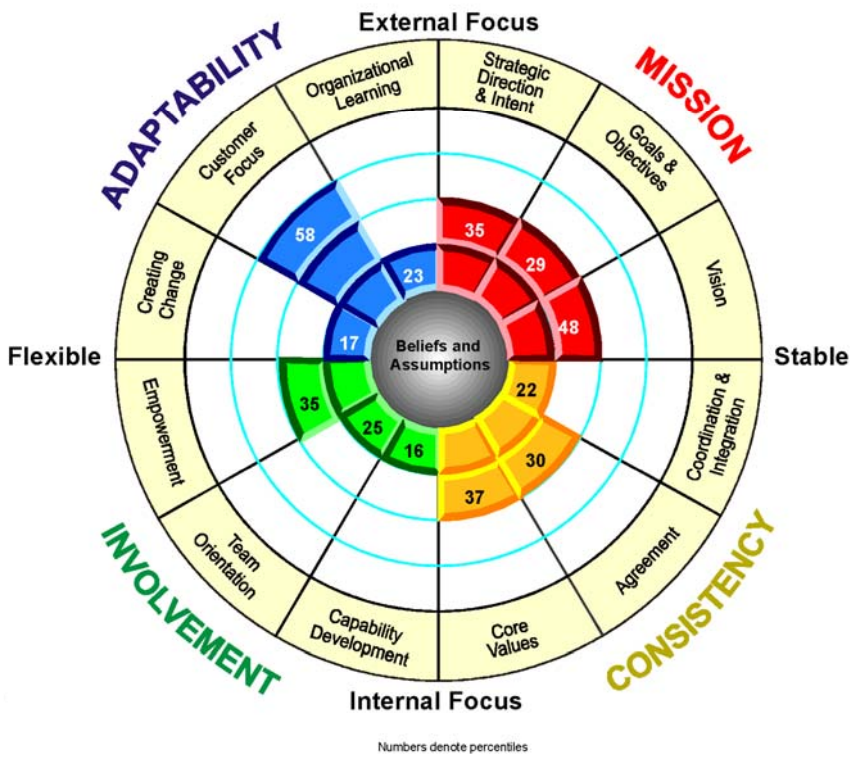
Supervisors v. Employees in 2006

Supervisor



N = 15

Employee



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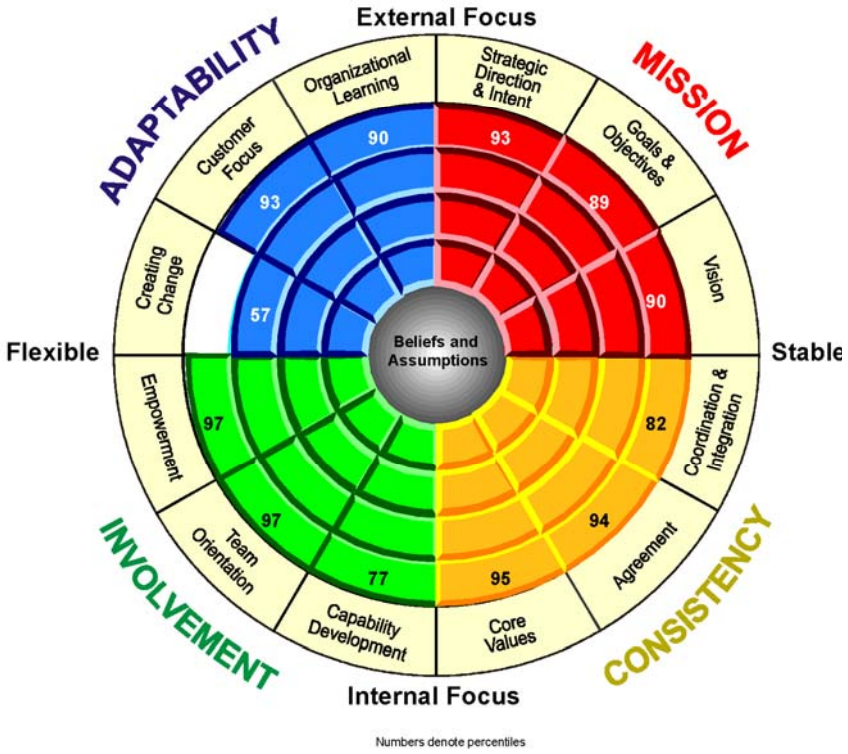
Managers and Employees in 2006

Manager



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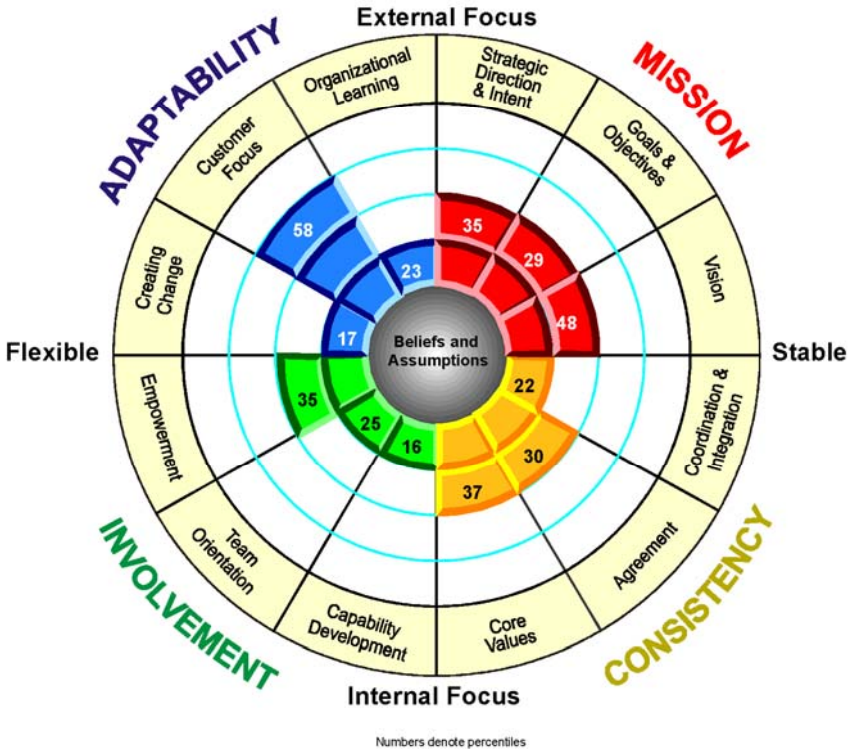
Employee



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Length of Service Comparisons

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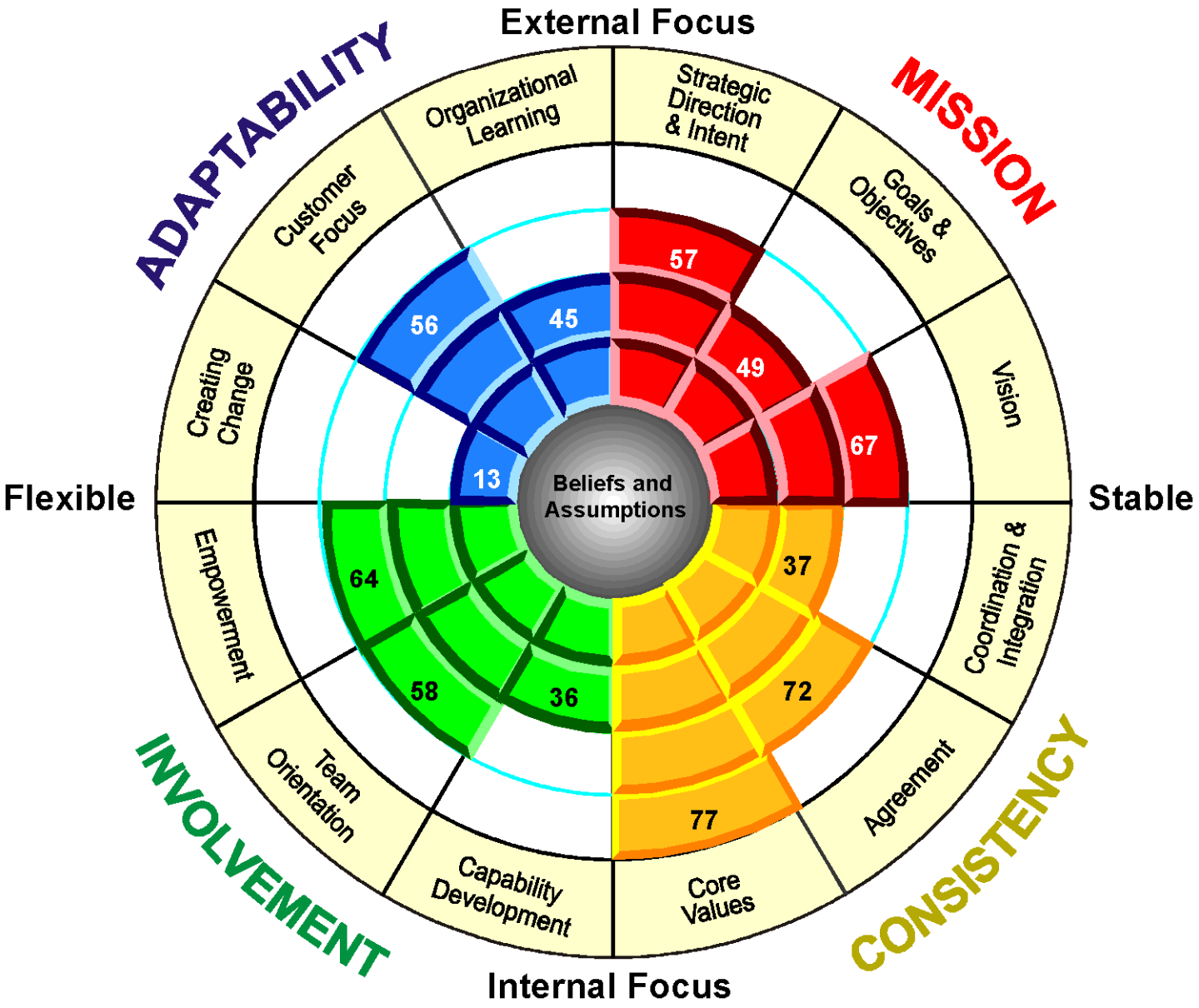
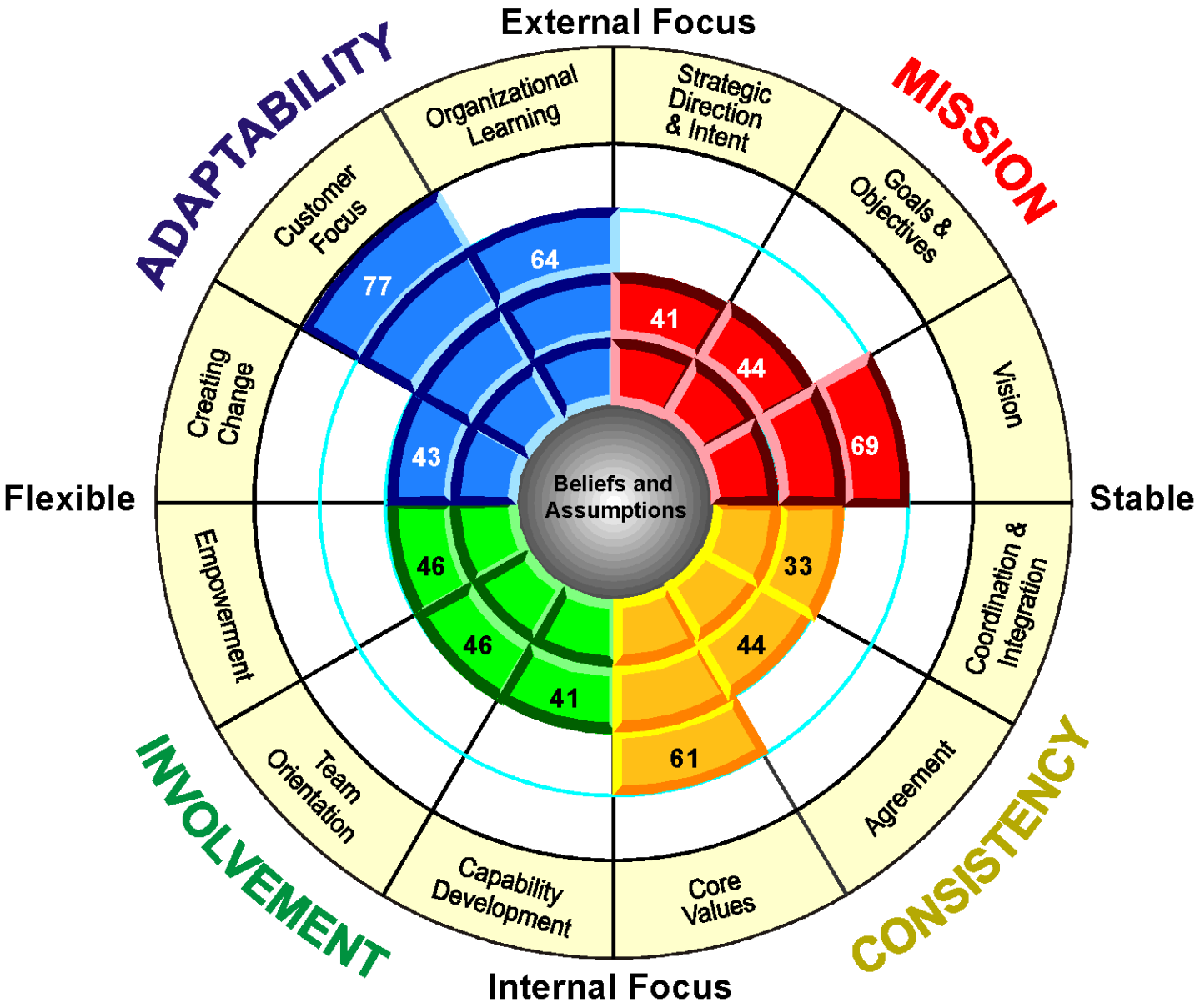
Length of Service: 0 - 5 years



N=34

Numbers denote percentiles

Length of Service: 6 - 15 years



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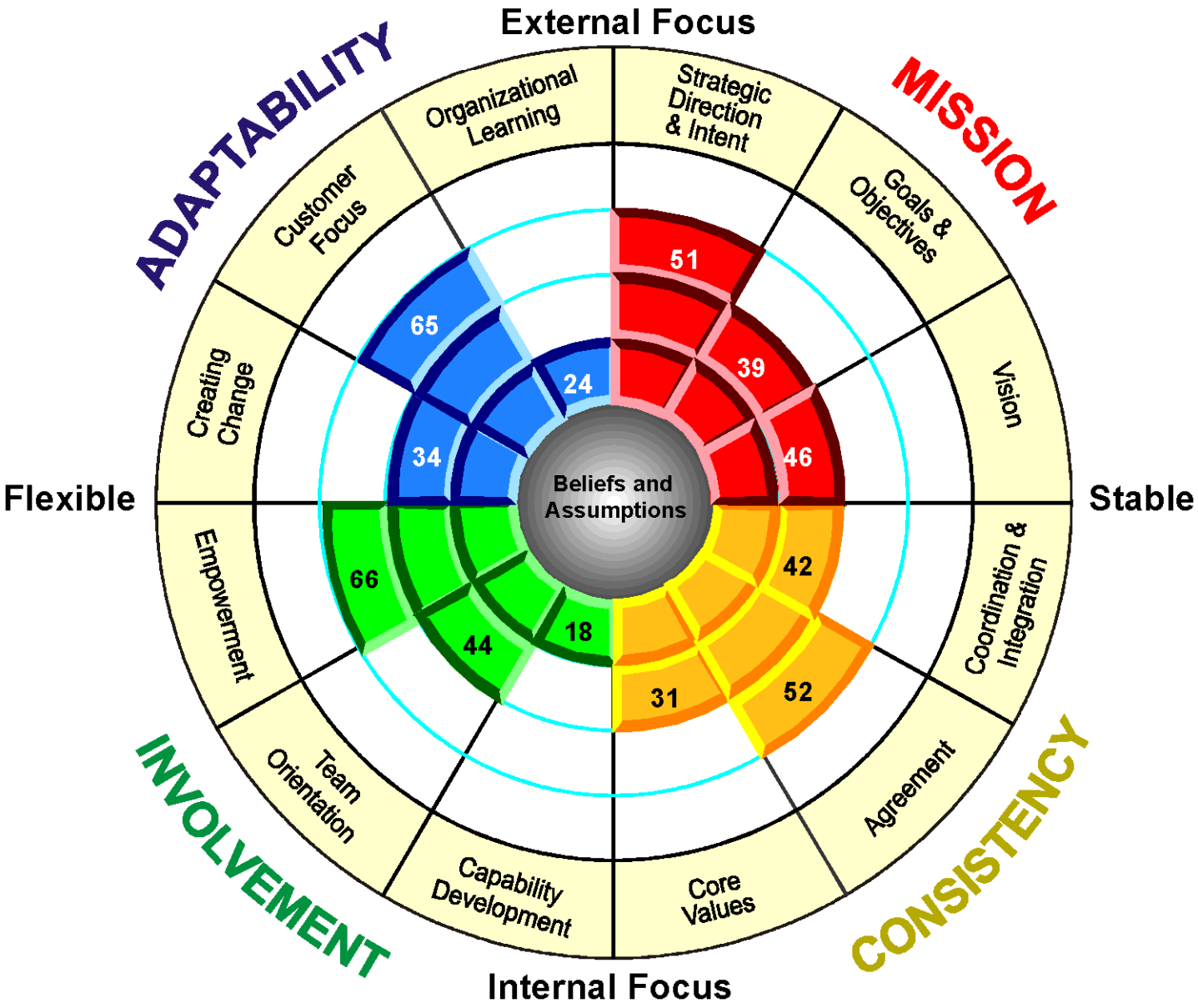
Numbers denote percentiles

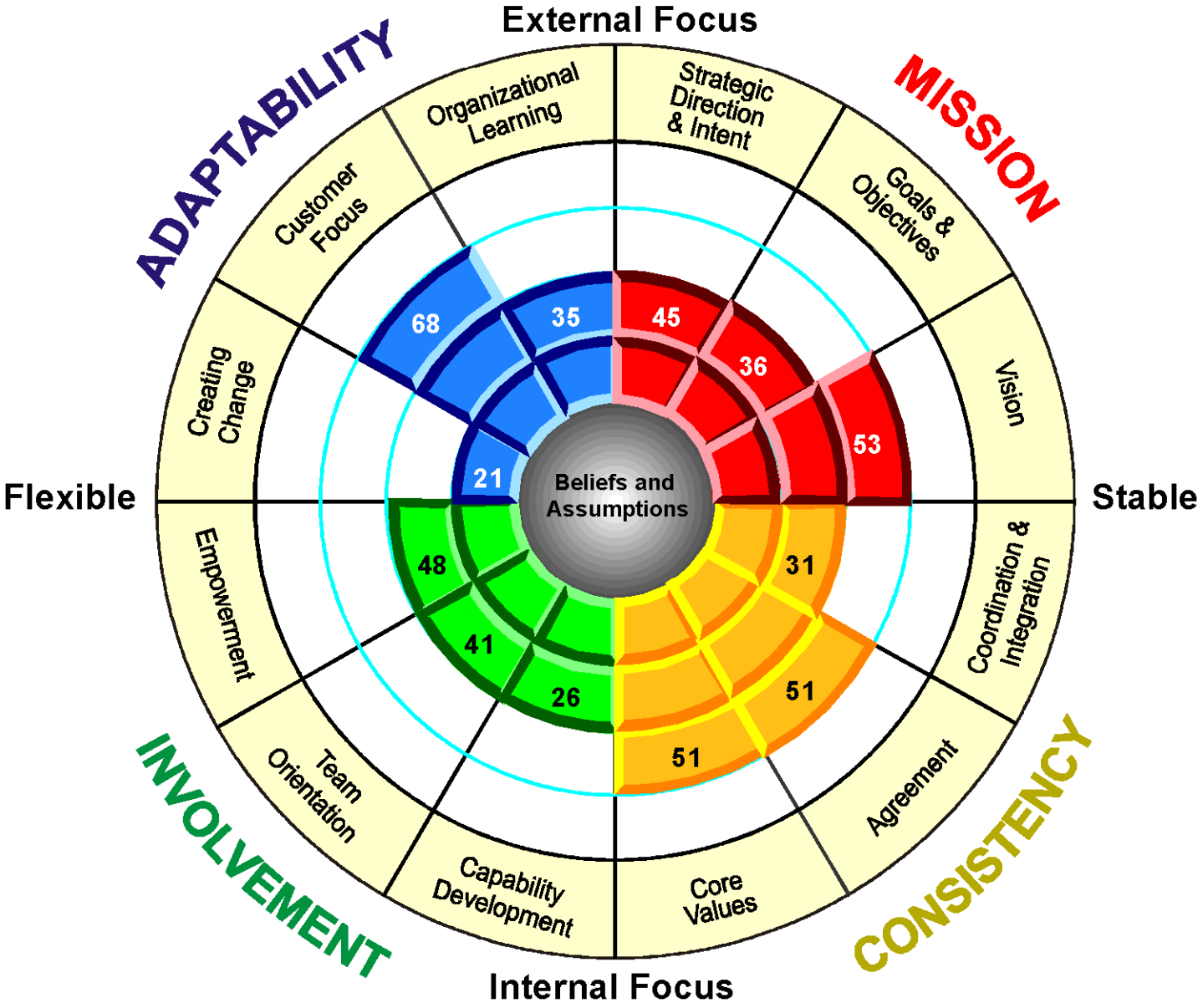
Length of Service: More than 15 years



N=43

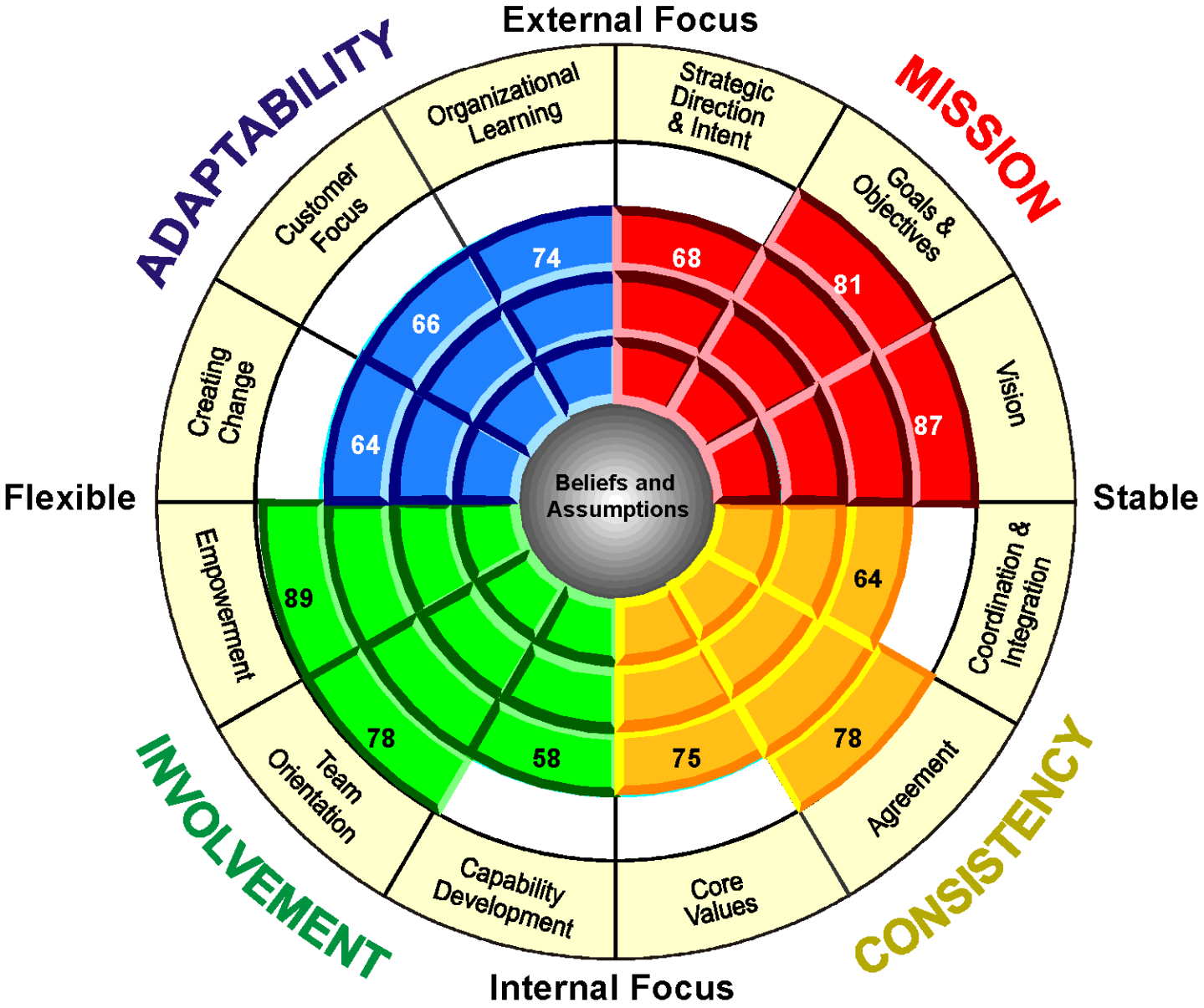
Numbers denote percentiles

Participated in the 2005 survey



N=96

Did not participate in the 2005 survey



N=21

Unit Groups

- Administration, Customer Relations, Disaster Recovery
- Archives
- Communications, DTR Maintenance, Microwave
- Computer Room
- DN/Server Support, OS Support, R&D
- Security
- Statewide Apps, Accounting/Finance, HR & Payroll
- Storage/Database, Service Management
- Telecommunications, Administration, Network, Order Entry & Billing, Voice and Video

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Analysis of results

- Break into groups (see next slide)
- Review results
- Elect a scribe to keep track of your responses to the next several slides
- Start the process outlined on the next screen

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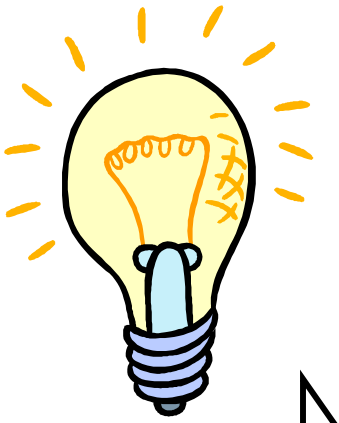

Interpretation Guidelines

Big Picture

Strengths & Challenges

What are main areas?

Strong = more color
Weak = less color

Are these clustered?

Flexible?
Stable?
Externally Focused?
Internally Focused?

Involvement?
Consistency?
Adaptability?
Mission?

High Scores

Summarize Strengths

Review the 12 Indexes

Which are strongest?
Most important to job?
Clustered in one trait?

Review the Items

Top five?
Clustered in one trait?

Low Scores

Summarize Challenges

Review the 12 Indexes

Which are lowest?

Most important to your organization's effectiveness?

Clustered in one trait?

Review the Items

Bottom Five?
Clustered in one trait?

Next Steps

Key Patterns

Impact of strengths and weaknesses on performance measures:

Employee Satisfaction?
Quality?
Sales?
Customer Satisfaction?
Innovation?
Financial performance?

Areas to Improve:

What capabilities are important to improve?
What actions can you take?

If you have any questions, please contact

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